

DEPARTMENT OF CIVIL ENGINEERING

MG8591 - PRINCIPLES OF MANAGEMENT

UNIT – I : INTRODUCTION TO MANAGEMENT AND ORGANIZATIONS

PART – A (2 Marks)

1. **What is Management?** (M-12)
Management is the process of giving direction and controlling the various activities of the people to achieve the objectives of an organization.
2. **Define – Management.** (M-09, M-11, N-12)
According to koontz & Wehrich “management is the process of designing and maintaining of an environment in which individuals working together in group efficiently accomplished selected aims”.
3. **Write some characteristics of Management.** (M-13)
 - Management is a continuous process.
 - Managers use the resources of the organization both physical as well as human to achieve the goals.
 - Management aims at achieving the organization goals by ensuring effective use of resources.
4. **What are the roles of management in organization?** (M-11)
 - Managements help in determination of the objectives of an organization.
 - Economics and social development takes place through management.
5. **Write any two points in favor for management as a science.** (N-12)
 - Management principles should be verifiable.
 - Reliable basis for predicting future.
6. **Write any two points in favor for management as an art.** (N-13)
 - Management is creative.
 - Management includes the use of practical knowledge and personal skill.
7. **What is Time study?** (M-11, N-14)
The movements which takes minimum time is the best one.
8. **What is motion study?** (M-09)
Taylor suggested that eliminating wasteful movements and performing only necessary movements.
9. **Write Fayol's fourteen principles of management.** (M-10, N-11)
 - Division of work
 - Authority and Responsibility
 - Discipline
 - Unity of command
 - Unity of direction
 - Individual interest to general interest

- Remuneration
- Centralization
- Scalar chain
- Order
- Equality
- Stability
- Initiative
- Esprit de-corps

10. **What is authority?** (N-08)
It is the power given to a person to get work from his subordinates.
11. **What is responsibility?** (M-10)
It is the amount of work expected of a man by his superior.
12. **Comment: Management is both – A science and an art.** (N-13)
Management is a science because it contains general principles. It is also an art because it requires certain personal skills to achieve desired result.
13. **What is centralization?** (M-10)
The organization is centralized when the power is concentrated with one person.
14. **What is decentralization?** (N-12)
The power is fully distributed to the subordinates of the organization.
15. **What is scalar chain?** (N-08)
The instruction and orders should be sent from the top management to the lower management.
16. **What are management levels?**
- Top-level management.
 - Middle level management
 - Lower level management
 -
17. **Write some important functions of top management.**
- To formulate goals and policies of the company.
 - To formulate budgets
 - To appoint top executives
18. **Write any two functions of middle level management.** (N-13)
- To train, motivate and develop supervisory level.
 - To monitor and control the operations performance.
19. **What are essential skills needed for the manager?**
- Technical skill.
 - Human skill
 - Conceptual skill

20. Write the function of management.

(M-07)

- Planning
- Organizing
- Staffing
- Coordinating
- Controlling

21. What is social responsibility?

Society is the part of the management to initiate actions either to protect social interest of the society.

22. List out the groups' responsibilities of management.

(N-11)

- Shareholders
- Employees
- Customers
- Creditors
- Suppliers

23. What is ethics?

All individuals in business or non-business activities are concerned with some standardized form of behavior are known as ethics.

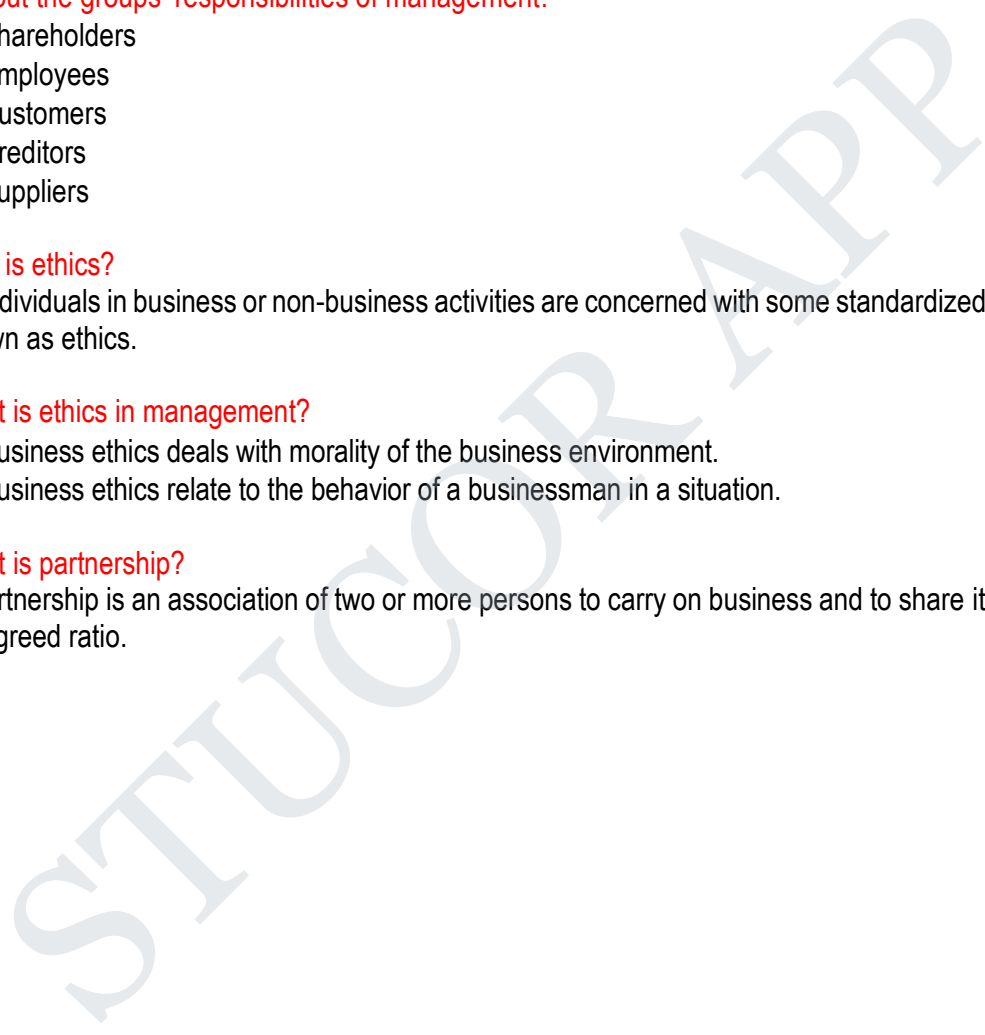
24. What is ethics in management?

(M-12)

- Business ethics deals with morality of the business environment.
- Business ethics relate to the behavior of a businessman in a situation.

25. What is partnership?

A partnership is an association of two or more persons to carry on business and to share its profit and losses in an agreed ratio.



PART – B (16 Marks)

1. Explain briefly about the scientific approach of management & also specify the features. (M-12, N-12)
2. List and explain the function of management. (M-12, N-12)
3. State the contributions of F.W. Taylor towards scientific management. (M-11, M-12)
4. List out the 14 principles of Henry Fayol. (N-06, M-11, M-12)
5. Discuss the role of manager. (M-12)
6. Describe the important functions management. (M-12)
7. Discuss the scope and nature of management. (N-12)
8. What are the environmental factors that affect business? Explain? (N-12)
9. Enumerate the trends and challenges of management the globalized era. (N-12)
10. Describe about the evolution of management thought. (M-11)
11. Explain about the major tendencies favoring the development of a unified global theory of management. (M-11)
12. Define management .what is meant by management process? How do the required managerial skills differ in organization hierarchy? (M-09)
13. Mention the different schools of management .discuss the contribution of human behavior school. (M-09)
14. With suitable example describe the various types of business organization. (M-07)
15. With illustrations from Indian and international context, explain in detail the different types of business organization with their suitability. (M-09)
16. Is management a science or art? & discuss the steps in method study. (N-06)

UNIT - II : PLANNING

PART – A (2 Marks)

1. What is planning?

Planning is the process of selecting the objectives and determining the course of action required achieving these objectives.

2. State the important observations suggested about planning.

- Planning is outlining a future course of action in order to achieve on objective.
- Planning is looking ahead.
- Planning is getting ready to do something tomorrow.
- Plan is a trap laid down to capture the future.

3. List out the features of planning.

- Planning – a primary function
- Planning - a dynamic process
- Planning – based on objectives and policies
- Planning – a selective process
- Planning – an intellectual process
- Planning is based on facts

4. What are the main objectives of planning?**(M-13)**

Planning is a primary function of organization. It helps in achieving objectives. It is done to cope with uncertainty and change. It helps in facilitating control. It helps in coordination. Planning increases organization effectiveness. Planning guides in decision making.

5. Define – mission.**(N-07)**

Mission may be defined as a statement which defines the role that an organization plays in the society.

6. State the important questions to answer by a good mission.

- What is our business?
- What should it be?

7. Define – Objectives.

The terms objectives or goals are often used interchangeably. Objectives are the end results towards which the activities of firm are aimed or directed.

8. What is meant by strategies?

Strategy of an organization is the programme of action and deployment of resources to attain its objectives.

9. Define – Policies

Policies are general statement or understandings, which provide guidance in decision making to various managers.

10. What is procedure?

A procedure is a chronological order of actions required to implement a policy and to achieve an objectives.

11. Name any two important procedures in organization.

- Procedures for placing orders for material and equipment.
- Procedures for sanctioning different types of employee's leave.

12. Define – Budgets

A budget is a statement of expected results in numerical terms and therefore it may be referred as a numerical programme.

13. What are the advantages and limitations of planning?

Advantages

- Help in achieving objectives
- Better utilization of resources
- Economy in operation
- Improves competitive strength

Limitations:

- Lack of accurate information
- Time and cost
- Inflexibility
- Delay during emergency period

14. What is objective?

Objectives are the aims, purposes or goals that an organization wants to achieve over varying periods of time.

15. State the two approaches of objectives.

- Top –down approach
- Bottom –up approach

16. What is MBO?**(M-12)**

MBO is a process whereby, the superior and the subordinate managers of an enterprise jointly identify its common goals, define each individual's major areas of responsibility in terms of results expected of him, and use these measures as guides for operating the unit and assessing the contribution of its members.

17. Mention the features of MBO.

- MBO focuses attention on what must be accomplished and not how to accomplish the objectives. It is a goal oriented rather than work-oriented approach.
- MBO tries to combine the long range goals of organization with short range of organization.
- A high degree of motivation and satisfaction is available to employees through MBO.

18. What are the major kinds of strategies and policies?

- Growth
- Finance
- Organization
- Personal
- Products or services
- Market

19. Classify policies.

- Formulated policies
- Appealed policy
- Imposed policy
- Written policies
- Implied policies

20. **Classify decisions.**

- Programmed and non-programmed decisions
- Organizational and personal decisions

21. **What is planning premises?**

The assumptions about future derived from forecasting and used in planning are known as planning premises.

22. **What are the practices made in making effective premising?**

- Selection of premises
- Collection of information
- Development of alternative premises for contingency planning
- Verification of the consistency of premises
- Communication of planning premises

23. **State the classification of planning premises.**

- Internal and External
- Tangible and intangible
- Controllable and uncontrollable

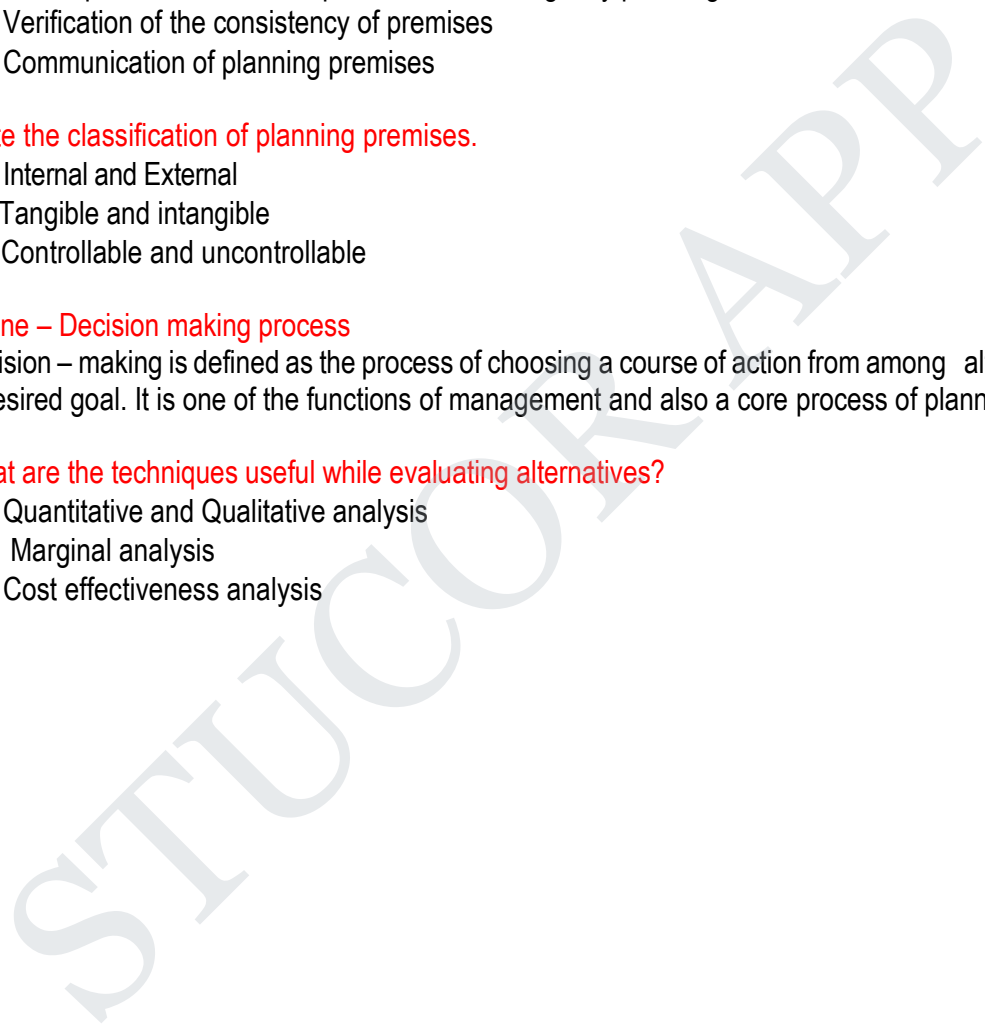
24. **Define – Decision making process**

(N-12)

Decision – making is defined as the process of choosing a course of action from among alternatives to achieve a desired goal. It is one of the functions of management and also a core process of planning.

25. **What are the techniques useful while evaluating alternatives?**

- Quantitative and Qualitative analysis
- Marginal analysis
- Cost effectiveness analysis



PART – B (16 Marks)

1. What is planning? Explain steps involved in planning. (N-06, N-07, M-11, N-12)
2. What are objectives? How will you set objectives for a manufacturing organization? (N-06)
3. Discuss various forecasting techniques normally adopted. (N-07)
4. In detail explain the importance of planning in the present Indian business environment. Also highlight the different types of plans. (M-08)
5. Explain in detail the steps in the Decision-making process with examples. Also explain in detail any two Decision making tools. (M-08,M-11)
6. i) " Planning is looking ahead and control is looking back"-comment.
ii) Elucidate the steps to be followed in the planning process. (M-07)
7. Briefly discuss about the various tools used for developing organizational strategies. (M-07)
8. Define MBO. Describe the benefits and weakness of MBO and ways to overcome them. (M-09)
9. Distinguish between programmed & non programmed Decisions and discuss the modern approaches to Decision making under uncertainty. (M-09)
10. Write short notes on the following:
 - i) Management by objectives
 - ii) Types of strategies. (N-12)
11. i) Explain the principle of planning. ii) Describe the various types of Decision. (M-12)
12. With the help of block diagram, explain the process of Management by Objectives (MBO) (M-12)

UNIT - III : ORGANISING

PART – A (2 Marks)

1. Define – Organizing

Organizing is the process of identifying and grouping of activities required to attain the objectives, delegating authority, creating responsibility and establishing relationships for the people to work effectively.

2. Mention any four characteristics of an organization.

- Common objectives
- Specialization or Division of labour
- Authority of structure
- Group of persons

3. State the advantages of organization.

- Facilitate administration
- Increases the efficiency of management
- Facilitates growth and diversification
- Ensures optimum use of man and material resources

4. List out the steps involved in organization process.

- Determination of activities
- Grouping of activities
- Assignment of Duties
- Delegation of authority

5. Mention the three categories of span of management.

- Direct single relationship
- Direct group relationships
- Cross relation

6. What are the types of departmentation?

- Departmentation by numbers
- Departmentation by time
- Departmentation by Enterprise function
- Departmentation by Territory or Geography
- Departmentation by customers
- Departmentation by Equipment or process
- Departmentation by Product or service

7. Give a note departmentation by customers.

This type of departmentation is preferred when the needs of customers are different in nature. Some big organization is providing special services to different of customer.

8. Define – Authority

Authority is the right to give orders and the power to exact obedience.

9. List out the sources of authority.

- Formal authority theory
- Acceptance authority theory
- Competence theory

10. What is line authority?

Line authority is the direct authority which a superior exercises over a number of subordinates to carry out orders and instructions. In organization process, authority is delegated to the individuals to perform the activities.

11. What is staff authority?

The relationship between a staff manager and the line manager with whom he works depends in part on the staff duties.

12. List the steps involved in process of delegation.

- Determination of result expected
- Assignment of duties
- Delegation of authority
- Creation of obligation or accountability

13. What are the steps to be followed in making staff works effective?

- Understanding authority relationship
- Making line listen to staff
- Keeping staff informed
- Requiring completed staff work
- Making staff work a way of organizational life

14. State the kinds of organizational charts.

- Vertical chart
- Horizontal chart or left to right chart
- Circular chart or concentric chart

15. Define – Staffing

(D – 07)

Staffing is the part of the management process which is concerned with the procurement utilization, maintenance and development of a large satisfied work force on the organization.

16. Write any two roles of staffing.

- Effective utilization of skills and potential of the work force
- Development and maintenance of quality of work life

17. What is job analysis?

Job analysis is a detailed study of a job to identify the skills, experience and aptitude required for the job.

18. What is job design?

The job design is usually broad enough to accommodate people's need and desires.

19. What is job rotation?

Job rotation refers in the movement of an employee from the job to another.

20. **Define – Recruitment.**

B.Flippo defined recruitment as “the process of searching for prospective employees and simulating to apply for jobs in the organization.

21. **What is selection?**

Selection is the process of finding out the most suitable candidate to the job out of the candidates attracted.

22. **Write down the tests used in selection process.**

- Aptitude test
- Intelligence test
- Psychomotor test
- Personality test

23. **What is orientation?**

Orientation refers to the activities involved in introducing the new employees to the organization and its policies, procedures, rules, and regulations.

24. **What is performance appraisal?**

Performance appraisal evaluates the performance of worker also his potential for development.

25. **What are roles of manager?**

- Inter-personal role
- Information role
- Decisional role

STUCOR APP

PART - B (16 Marks)

1. i) Explain the nature and purpose of organization.
ii) Explain the qualitative forecasting. (N-06)
2. Explain MBO which a focus on IT industry. (N-06)
3. Name the factors determine departmentation also mention the bases of departmentation and give example.
4. Bring out the factors affecting centralization/Decentralization. Also highlight the merits and demerits of centralization/Decentralization with examples. (M-08)
5. Enumerate in detail about the selection process which is widely followed in selecting IT professionals. Also highlight the different types of interviews that can be used in the selection process. (M-08)
6. What do you mean by departmentation? Discuss in detail about the different strategies adopted in departmentation. (M-07)
7. Describe the various steps in providing appropriate human resources. (M-07)
8. Define matrix organization. Why matrix organization is used? Discuss the problems with matrix management and guidelines for making matrix management effective. (M-09)
9. Analyze the position requirements, important characteristics of job design and characteristics needed by managers. (M-09)
10. i) Mention the factors which are responsible for the emergence of informal organization.
ii) What are the steps involved in the process of delegation? (M-11)
11. State and explain the basic steps involved in a typical selection procedure. (M-11, N-12)
12. i) Distinguish between formal and informal organization.
ii) Explain line organization with neat sketch. (M-12)
13. i) Explain the concept of Decentralization.
ii) Explain the importance of performance appraisal. (M-12)

UNIT - IV : DIRECTING

PART – A (2 Marks)

1. Define – Multiplicity of roles

Individuals not only the productive factor in management's plans. They are members of social system of many organizations.

2. Mention the importance of motivation.

- Proper utilization of human resources possible since it inspires employees to make best possible use of different factors of production.
- Proper motivation improves the efficiency of operation.
- Motivation creates a willingness on the part of workers to do the work in a better way.

3. Name the steps involved in motivation process.

- Analysis of situation
- Preparing, selecting and applying a set of appropriate motivating tools.
- Follow up

4. What are the types of motivation?

- Positive motivation
- Negative motivation
- Extrinsic motivation
- Intrinsic motivation

5. List out the basic needs in a hierarchy.

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self-actualization needs

6. What is job enrichment?

Job enrichment is therefore based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth.

7. Who is leader?

Leader is one who makes his subordinates to do willingly what he wants.

8. Define – Leadership

Leadership is the process of influencing the behavior of others towards the accomplishment of goals in a given situation.

9. What is communication?

Communication is passing of information from one person to another person.

10. **State the need for communication.**
 - To establish and spread goals of an enterprise widely
 - To develop plans for further achievement
 - To organize human and other resources in the most effective and efficient way
 - To select, develop and apprise members of the organization.
11. **List the different types of communication flow.**
 - Downward communication
 - Upward communication
 - Horizontal or lateral communication
12. **Note down the various communicating networks.**
 - Simple chain
 - Wheel
 - Circular
 - Free flow
 - Inverted V
13. **State the advantages of democratic leadership.**
 - The subordinates are motivated by participation in decision-making process. This will increase job satisfaction.
 - Absence of leader does not affect output
 - Labour absenteeism and turn-over will be minimum.
 - The quality of decision is improved
14. **What are the barriers involved in effective communication?**
 - Physical barriers
 - Socio-psychological or personal barriers
 - Organizational barriers
 - Semantic barriers
 - Mechanical barriers
15. **List out the effective media in communication.**
 - A large bank supplies hardware and software to its customers.
 - Several banks now make bank-by-phone services available even to individuals
 - E-mail service making easy delivery of documents
16. **What are the important assumptions made in X theory?**
 - The average human dislikes to work. He will avoid work if it is possible.
 - Therefore people must be controlled, directed and threatened with punishment to make them work.
17. **Mention the various factors involved in using motivational techniques.**
 - Money
 - Participation
 - Quality of working life

18. Mention the important of leadership.

- Motivating employees
- Leader develops team work
- Building morale
- Maintaining discipline

19. Name the various leadership styles.

- Autocratic or dictatorial leadership
- Participative or democratic leadership
- Laissez-faire or free rein leadership

20. What is Laissez-faire?

Complete freedom is given to the subordinates so that they plan, motivate, control, and otherwise be responsible for their own actions.

STUCOR APP

PART - B (16 Marks)

1. i) Explain: Democratic type of leadership with examples.
ii) Discuss two factor theory of motivation. (N-06)
2. i) Explain job enrichment organizations to maintain competitiveness.
ii) Explain the barriers in communication. (N-06)
3. Explain Maslow's theory of motivation and compare and contrast XY theory (N-07, M-09)
4. Discuss communication through electronic media for effective business. (N-07)
5. Elucidate the different leadership styles .explain in detail about the Blake and Mouton's managerial grid.
6. Define communication .Explain the process of communication .Explain the various types of communication with its relative merits and demerits. (A-08, M-12)
7. i) The various types of organizational communication.
ii) The role of electronic media in the effective communication.
iii) Barriers in effective communication. (M-07)
8. i) Describe the relationship of hygiene factors ,motivation factors and job enrichment.
ii) What does Maslow's hierarchy of needs tell us about people's needs? (M-07)
9. i) What are the basic leadership style? Explain them critically.
ii) What are the barriers to effective communication (M-11)
10. i) Name the motivation theories .explain any two them. ? (M-11,M-12)
ii) Discuss on the components of organizational culture? (M-11)
11. Discuss the different theories of motivation. (M-12)

UNIT - V : CONTROLLING

PART – A (2 Marks)

1. Define – Control

According to Koontz “Controlling to the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are accomplished”.

2. What are the characteristics of control?

- Control process is universal
- Control is continuous process
- Control is action based
- Control is forward looking

3. What are the disadvantages of control?

- Control is expensive and time-consuming process.
- Human behavior and employee morale also cannot be measured.

4. Give some critical point standards of control?

- Cost standards
- Revenue standards
- Goals standards
- Program standards

5. What are the types of control?

- Feedback control
- Concurrent control
- Feed forward control

(M-13)

6. What is feedback control?

Feedback control is the process of adjusting future action on basis of information about past performance.

7. What are the requirements for effective control?

- The control should be economical
- It must be simple
- It should be flexible
- It should be clear objectives

8. What are the modern techniques of control?

- Management audit
- Return on investment
- PERT and CPM

9. Define – Budgetary control?

According to J.Batty “a system which uses budgets as a means of planning and controlling all aspects of producing and or selling commodities and services”.

(N-12)

10. **Define - Budget** (N-12)
According to J. Fred Meston "a budget is the expression of a firms plan in financial form for a period of time in to the future".
11. **What are the limitations of Budgeting?**
- Inaccuracy
 - Expenditure
 - Distortion of goals
12. **What is Zero Base Budgets?** (M-07)
Initially the budget is designed from a Zero base the main element is ZBB is future objective orientation.
13. **What are the steps involves in ZBB?**
- Decision package
 - Ranking
 - Allocation of resources
14. **What is Internal Audit?**
Internal audit is done by an internal auditor who is an employee of the organization. He examines the objectives, policies, plans, procedures and performance of the management.
15. **Define – MIS** (M-13)
A system of obtaining abstracting, storing and analyzing data to productions information for use in planning, controlling and decision making by managers at the time they can most effectively use it.
16. **What are MIS Resources?**
- To provide the information up to date
 - To take effective decision making
 - To provide the right information available in the right form at the right time
17. **Define – Productivity**
Productivity is a measure of how much input is required to produce a given output the ratio is called productivity.
18. **What are the factors affecting productivity?**
- Technology
 - Human resources
 - Government policy
 - Machinery and equipment
 - Skill of the worker
19. **What is OR?**
OR is an applied decision theory, which uses scientific, mathematical and logical means to take decisions.
20. **Define – Multinational Corporations**
An enterprise which own or control production or service facilities outside the country in which they are based.

21. Write some advantages of MNC.

- MNC can promote quality product at lower cost.
- MNC leads to increase in production aggregate employment, exports and imports of the required inputs.
- MNC is paying taxes their operations increase government revenues.

22. What are global theories of management?

- Situational and contingency approach
- Motivation and leadership theory
- Organizational behavior

23. Write some characteristics of Japanese management.

- Japanese management prefer to human resources than it financial resources.
- Japanese management favors job security.
- Japanese are more favor to cooperation and teamwork.
- Japanese management encourages the lower level employees' participation.

24. Write some limitations of Japanese management.

- Decision making process is time-consuming process.
- Promotion policy is not encouraging outstanding younger employee.

25. Write some characteristics of German management.

- German management is autocratic.
- Managerial decisions are taken by the executive committee consultation with labour direction.
- Labour suggestions also accepted.

STUCOR APP

PART - B (16 Marks)

1. i) What are the requirements for effective controlling?
ii) What is role of IT controlling? (N-06)
2. i) What is productivity ? Explain the methods of improving productivity in IT industry?
ii) Explain the impact of liberalization quoting examples from software industry. (N-06)
3. What are the steps in controlling process and state the essentials of effective control. (N-07)
4. What is budgetary control and explain its significance. (N-07)
5. Bring out the importance of productivity measures in any organization. Also enumerate the different productivity enhancement tools used by the organization in the present competitive scenario. (M-07)
6. Bring out the different characteristics of an effective budget. Also bring out the different types of Budget with its relative merits and demerits. (M-07, N-12)
7. Explain the traditional and modern technologies of budgeting in detail. (M-09)
8. Describe the tools and techniques other than operation research for improving the productivity and discuss the future of operations research. (M-09)
9. i) What are the steps involved in the process of controlling?
ii) Give an account of some popular non-budgetary control techniques. (M-11)
10. i) Define the productivity and identify the problems involved in measuring the productivity of knowledge workers.
ii) What are the basic steps in planning the system in operations management? (M-11)
11. Give an account of some popular non-budgetary control techniques, with special reference to break-even analysis and ratio analysis. (M-12)
12. What tools and techniques do you suggest to improve productivity in Indian Organizations? (M-12)
13. i) Explain the concept and process of controlling.
ii) Write a note on the different types of control. (N-12)